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USAREC

June 1991

# Recruiter Journal



**Awards and Incentives**

# The Nurse Test

1. What is the maximum age (without waiver) for appointment in the Army Nurse Corps as a first lieutenant?

- A. 33
- B. 38
- C. 43
- D. 52 1/2

2. To be successful, nurse recruiters must become completely familiar with \_\_\_\_\_.

- A. Their area and market.
- B. The professional and academic world of nursing.
- C. Local nursing events that will produce leads.
- D. All of the above.

3. The marital status or number of dependents of an applicant is subject to restriction for appointment in the Army Nurse Corps.

- A. True
- B. False

4. How many times can an applicant with concurrent call to active duty fail state boards before being discharged from active duty?

- A. One
- B. Two
- C. Three
- D. Four

5. What is the current minimum requirement for USAREC Fm 195s for a working nurse?

- A. Three supervisors
- B. Two peers, one supervisor
- C. Three peers
- D. Two supervisors, one peer

6. Former officers of any component of the Armed Forces who have been passed over for promotion and discharged are eligible to apply for appointment in the Army Nurse Corps.

- A. True
- B. False

7. Applicants must score a minimum of \_\_\_\_\_ on the English Comprehension Level Test to be eligible for appointment in the Army Nurse Corps.

- A. 80
- B. 50
- C. 70
- D. 90

8. Copies of transcripts issued to students are acceptable for Army Nurse Corps appointment applications.

- A. True
- B. False

9. DD Form 368 (Request for Discharge of Clearance from a Reserve Component) is required for:

- A. Members of the National Guard.
- B. Members of the Reserve Component of another service.
- C. Members of the Public Health Service.
- D. All of the above.

10. When required, how many affidavits with applicant's original signature are required in a nurse application?

- A. Seven
- B. Five
- C. One
- D. Four

11. The minimum age for appointment in the Army Nurse Corps is \_\_\_\_\_.

- A. 18
- B. No age requirement
- C. 21 (non-waiverable)
- D. 33

12. Under the new Commission Mission, how long does a nurse recruiter have to notify an applicant of his or her selection?

- A. 24 hours
- B. Two working days
- C. Three working days
- D. Five working days

13. When will the nurse counselor conduct the professional interview?

- A. The day of the MEPS physical.
- B. After recruiter pre-qualification.
- C. Once the applicant is HQ USAREC physically qualified and the application packet is complete.
- D. Any of the above times.

14. Members of the Army Nurse Candidate Program (ANCP) receive \_\_\_\_\_ monthly while attending school.

- A. \$200.00
- B. \$300.00
- C. \$500.00
- D. \$750.00

15. Senior nursing students applying for ANCP will incur a \_\_\_\_\_ active duty obligation.

- A. 4-year
- B. 3-year
- C. 2-year
- D. 5-year

16. Applicants accepted into the ANCP will be enlisted as an \_\_\_\_\_ into the Individual Ready Reserve.

- A. O-1
- B. O-2
- C. E-5
- D. E-3

*(Answers to the Nurse Test can be found on the inside back cover.)*

# Recruiter Journal

USAREC *June 1991*

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*Recruiter Ring original design by Len Trzeciak, a Visual Information Specialist at HQ USAREC, Information Management Directorate*



# *The way I see it . . .*

## **A recruiter suggests:**

Eliminate the split option for high school juniors for both the Army Reserve and National Guard. This option usually hurts the applicant in the long run since a majority of those who transfer from TPUs are former split option people.

## **Recruiting Operations responds:**

You raise an excellent question. The Department of the Army has been soliciting input from the field concerning split option. From a USAREC standpoint, since CIHS count as HSDG and all are I-IIIA, our quality marks would suffer. Last year our quality marks were 90.8 percent HSDG and 64.5 percent I-IIIA, and without CIHS the marks would have been 89.8 percent HSDG and 60.7 percent I-IIIA. The quality marks given to USAREC by the Department of the Army for FY 91 are 95 percent HSDG and 67 percent I-IIIA. Our field force will have to work much harder in the NPS quality market to achieve the FY 91 numbers and without CIHS, it would be extremely difficult. Since the USAR quality marks are higher than the National Guard, it is unlikely that they will be willing to give up this market. The final decision will rest with the effect of split option on USAR personnel readiness.

## **A recruiter writes in:**

Streamline the reports required to be submitted by the field force. This will increase production time and save money by reducing the number of forms required. Also look at compiling some forms into just one — for example, the USAREC FL-102, FL-103, FL-104 and USAREC Fm 986 into just one form with different blocks for the required action.

## **Recruiting Operations responds:**

Consolidating USAREC 102, 103 and 104 will be considered at the next update; however, the USAREC Fm 986 is a completely separate action and because of its sensitive nature will remain in its current format.

## **A recruiter says:**

I think that the MOS of 79D should be included into the 00E CMF. Further, that in order to be a career counselor, you must have served as a field recruiter. This would provide more career enhancement to 00E and also provide an alternative solution to burned out 00E USAR recruiters.

## **AGR Management, Personnel Directorate, responds:**

CMF 79 (Recruitment and Reenlistment) contains MOS 00E, 00R and 79D, which are primarily concerned with recruiting personnel for service in the U.S. Army and operating the Army's reenlistment program. An attachment of a USAR AGR soldier to MOS 79D does not require prior experience in MOS 00E. If a USAR AGR recruiter wants an attachment as a 79D, he/she should request reattachment to a 79D authorization on a DA

Form 4187, Personnel Action, through the chain of command to the Full Time Support Management Center, ATTN: DARP-ARE, 9700 Page Boulevard, St. Louis, MO 63132. Further information on CMF 79 can be found in AR 611-201, Enlisted Career Management Fields and Military Occupational Specialties.

## **A recruiter writes:**

Forget about missioning a recruiter with an "A" or "B" category. Mission it as a GM or GF, etc. I'm not talking about Cat IV in this statement. Example, you have two applicants who would like to have the MOS of 11B, which is usually on the system. One applicant scores an AFQT of 49 and the other's AFQT is 51. Can you honestly tell me that the GMA is going to be a more quality soldier based on this? Mission the recruiter in the categories of GM, GF, SM, SF, PS. Higher incentive points could be awarded for those "A" contracts to keep the recruiter motivated. At the same time the 635s would reflect both "A" and "B" contracts all the way down, which would be more reflection of the recruiter's work ethic. If a recruiter puts in a "B" contract at the present time, his conversion is shot down, even though he has the contract and everyone is happy to have that contract. Then comes the conversion ratio and the recruiter takes it in the shorts!

## **The Chief of Staff responds:**

During the last decade the Army has become sold on the value of quality. The Army of the seventies was characterized by high incidences of crime, drug abuse, AWOLs and desertion. These discipline problems were a direct consequence of the low quality of the people we were bringing on to active duty. In FY 80, for example, 57 percent of the first-time enlistees were Cat IVs.

The Army has become committed to quality, not only in its weapons and equipment, but in its people too. To address your specific concern, yes, a recruit in test score category A does have a better probability of succeeding in the military than a test score category B recruit. A number of studies have shown this. That's why each of the branches has established quality goals for the various MOS. USAREC, as a command, is tasked to meet or exceed these quality goals. In an indirect way this mission is passed on to you, the recruiter, in the form of the mission box.

Certainly recruiting for quality is tough. We all recognize it and strive to provide you with the resources in incentives and advertising to do the job. The command and the Army have complete confidence in you. We know that you are equal to the task. Quality is what the Army needs. It is a quality Army that deployed itself to the Middle East on short notice and a quality Army that won the ground fight. You and all of your fellow recruiters have every reason to be proud of yourselves because you made it happen by leading with quality.

## The best are going fishing

■ The Best of the Best is a special incentive program for the period RSM June through RSM September 1991. Achievement of the required overproduction entitles qualifying recruiters to a zero mission month for the RSM December FY 92. Their mission will be reduced for RSM December once qualifying recruiters are identified at the end of FY 91. Mission will be relieved through brigade level.

An RA recruiter qualifies for a zero mission month by achieving mission box with standard substitution rules for RSM June through RSM September and 175 percent of his assigned GSA mission.

USAR recruiters qualify for zero mission month by making mission box with standard substitution rules RSM June through September and achieving 175 percent of their NPS mission.

RA and USAR nurse recruiters qualify by achieving at least two more commissions than they are missioned for in 4Q91.

Special Forces recruiters qualify for a zero month in December by achieving 175 percent of their assigned mission for the period June through September 1991.

USAR technical warrant officer recruiters qualify by producing at least six packets per month for the period June through September.

Recruiting battalions will qualify for a zero P18 mission month in December by producing 175 percent of their assigned P18 mission in the four-month period.

Recruiting stations, companies and battalions may earn zero mission months in December for either RA or USAR or both by achieving the same criteria as an

individual recruiter.

All recruiters receiving a zero month in December will also receive mission box accomplishment credit for that month. Any contracts written will count toward overproduction.

The "best of the best" RA, USAR, Nurse and Special Missions recruiters qualifying for this program will be selected to attend a special training conference during December or January, to be hosted by the CG. Criteria for RA recruiters will be greatest net GSA overproduction. Criteria for USAR recruiters will be greatest net GCA overproduction. Criteria for nurse and special forces recruiters will be greatest net overproduction. In order to qualify for this incentive a recruiter must be assigned a full positive mission for at least three of the four months.

This program will continue, if it is successful, on a semi-annual basis — October through March and April through September with zero months in June and December, respectively.

## VHA survey coming

■ There will be a direct mailing of Variable Housing Allowance surveys to recruiting battalions beginning in mid-June 1991. This will be a 100-percent survey of all personnel who are receiving VHA

All survey recipients must complete the survey accurately and return it by the required suspense date.

Data from the 1991 survey will be used to compute the CONUS VHA rates that will be effective 1 Jan 92. Participation by all survey recipients is necessary to ensure the rates are computed as accurately as possible.

## More money for education

■ The Army College Fund plus the Montgomery G.I. Bill has raised benefits for those seeking a college degree or vocational training on or after October 1, 1991. The Montgomery G.I. Bill combined with ACF gives qualified soldiers up to \$27,000 in tuition.

To be eligible for the ACF, the enlistee must be a high school senior or a high school diploma graduate. He or she must also score in the Army's highest testing categories and enlist for a critical, specified MOS.

The ACF plus the Montgomery G.I. Bill package greatly raises available educational funds. Through this combined package, all service members who enroll contribute \$1,200 a year in monthly payroll deductions. For a two-year Army enlistment, the government will add \$9,900 for the G.I. Bill, and the Army College Fund will add in \$8,000 for a total tuition package of \$17,900.

The soldier who enlists for three years and enrolls in the Army College Fund/Montgomery G.I. Bill will receive the G.I. Bill benefits of \$12,600 plus an additional \$12,000 from the Army College Fund for a total of \$24,600.

The four-year enlistee will be entitled to \$27,000 for continuing education. His or her contribution is the same as that of other enlistees, with the Montgomery G.I. Bill adding \$12,600, and the Army College Fund putting in \$14,400.

Reserve enlistees who enlist for a minimum of six years now receive a total of \$6,120 in Montgomery G.I. Bill benefits, which are paid at a rate of \$170 per month for full-time students.

## Who you gonna call? — ARADS!

■ If a test is taken at a Military Entrance Processing Station (MEPS) the test scores should return within 24 hours. If the test is taken at a Military Examination Test Site, the scores should return within 3 or 4 days.

Before sending someone to test a data record should be created on the Recruiter JOIN/ARADS Interface diskette. Then the record must be transmitted to the ARADS Regional Data Center (RDC) using the Station Commander JOIN/ARADS Interface diskette.

The RDC will automatically send the record to the System 80 computer at the MEPS where it will wait for test scores. The MEPS personnel will enter the test scores into the created record and it will be sent through the RDC back to the station. The important thing to remember, if the data record has not been sent through the RDC to the MEPS before the test is taken, the scores may not return on ARADS.

Common problems encountered trying to get test scores and solutions include:

**Problem:** Transmit the tester's record, the record passes the edit, but the scores never come back.

**Solution:** The correct disk to use is the Station Commander JOIN/ARADS Interface disk, version 1.2B or higher (version 1.3 is being distributed). Version 1.2A had a small programming error that could cause this problem.

Also check recruiter's disks and ensure that the RSID and the MEPS ID are correct. If they are not, the scores will be sent to another station, MEPS or into computer oblivion. If the RSID or MEPS ID is wrong the test scores may never return from ARADS.

Simply printing an automated 714 doesn't mean the tester's record is transmitted into ARADS. The Station Commander JOIN/ARADS Interface disk must be used to transmit the record to ARADS before the test is taken.

**Problem:** If manual USMEP-COM Fm 714A is used, sometimes the test scores do not come back.

**Solution:** If manual USMEP-COM Fm 714A is used for testing, the RSID must be entered into Block 16 on the front of the form. If it's only on the back the scores may not come back. Remember to print the RSID clearly. Many test scores have not been transmitted to the station because the RSID was unreadable.

Transmit the tester's record to ARADS before the test is taken.

**Problem:** Is the Recover and Receive Data function used to get all the test scores back?

**Solution:** Recover is only useful when test scores have already been transmitted from ARADS back to the station once. If the scores haven't been transmitted, the Recover does nothing. Use the Receive Data function before using the Recover function. Recover only allows access to files that have been previously sent to the station.

**Problem:** Only receive test scores when full processing is done.

**Solution:** Not true. "Test Only" test scores can be received by selecting "Test Only" when the initial record is prepared on the Recruiter disk.



## Special Program needs a few good recruiters

■ Wanted: Qualified recruiters to apply by July 1 for positions as Special Program recruiters. Previous experience is not necessary; selected volunteers will receive training at Fort Bragg, N.C.

### Prerequisites are:

- Must be a 00R or willing to convert.
- Must score a minimum of 60 points on each of the PT test exercises using the 17-21 age group standards, regardless of age.
- Must be successful in recruiting.
- Must be a SSG or SFC.
- Must have station commander experience.
- Must have GT score of 110 or higher.
- Must be airborne qualified or volunteer for airborne training prior to assignment.

To volunteer, send DA Forms 2A and 2-1 along with a recent photo to HQ USAREC Recruiting Operations, ATTN: SFC Fair, Fort Sheridan, IL 60037. Or call 1-800-223-3735, ext. 3474.

## Substandard? No-go!

The message coming out of Department of the Army is simple: If you're substandard, you're gone.

The Army announced this month that personnel policies will be tightened up and that substandard soldiers will find it more difficult to remain in the service. Along with the policy changes, the Army is also making it easier for commanders to separate substandard soldiers earlier.

Personnel officials said the policy changes "are necessary to... maintain a quality force as we build down the Army." By 1995, the Army will shrink from its current level of about 744,000 soldiers to 535,000 soldiers.

About 12,500 soldiers have their records flagged each year for being overweight, according to officials from the Office of the Deputy Chief of Staff for Personnel. Another 9,600 are flagged for failing the annual APFT.

"As we begin focusing on reshaping the Army, it is essential that we protect our quality soldiers by distinguishing them from those who do not meet establishing standards," said LTG William Reno. He said a separate message would be released soon "to address some modifications to the reenlistment program... retention control and selective early retirement boards."

Reno said effective dates for the changes are dependent on how quickly Army regulations can be updated and sent to the field. He said all of the policies will be in effect by September.

### Local Bar to Reenlistment

**Old policy:** Commanders are required to review a bar at least every six months. Commanders will initiate separation proceedings after the second six-months review, unless the bar is recommended for removal.

**New policy:** Commanders are required to review a bar every three

months. Initiation of separation proceedings is required if the bar is still in place after the second three-month review.

### Overweight

**Old policy:** When no medical reason exists, soldiers who do not make satisfactory progress in the weight control program after six months will be considered for separation.

**New policy:** When no medical reason exists, mandatory bar to reenlistment of initiation of separation proceedings is required for soldiers who do not make satisfactory progress in the weight control program after six months.

**Old policy:** When no medical reason exists, soldiers who fail to maintain body fat standards within a year after removal from a weight control program will be subject to separation from the service.

**New policy:** When no medical reason exists, mandatory initiation of separation proceedings is required for soldiers who fail to maintain body fat standards within a year after removal from the weight control program.

**Old policy:** Soldiers who report overweight to professional military schools will be denied enrollment except for soldiers on temporary duty and return, TDY en route, or permanent change of station status, who in the opinion of the school commandant, can meet their body fat standards by the end of the course or within 30 days, whichever comes first. Overweight soldiers who do not meet their body fat standards within the probationary period will be disenrolled and will not graduate.

**New policy:** Deny enrollment to all soldiers who report to professional military schools (TDY or PCS) not meeting body fat composition standards. A memorandum will be forwarded to the first general officer in the losing/sending chain of command that will address the individual's failure to maintain standards and the possible failure of

the unit commander to identify and enroll that individual in the weight control program.

### Army Physical Fitness Test Failure

**Old policy:** When no medical reason exists, soldiers who repeatedly fail the APFT and display no significant or continuing progress toward meeting standards may be separated.

**New policy:** When no medical reason exists, mandatory bar to reenlistment or initiation of separation proceedings is required for soldiers who have two consecutive APFT failures.

### Drug Abuse

**Old policy:** Sergeants and above identified as illegal drug abusers will be processed for separation. All other soldiers twice identified as illegal drug abusers will also be processed for separation.

**New policy:** Policy regarding officers, NCOs and twice-identified drug abusers remains unchanged. Corporals and below identified as illegal drug abusers and having three or more years of service will be processed for separation.

### Alcohol or Drug Abuse Rehabilitation Failure

**Old policy:** Soldiers enrolled in the ADAPCP may be processed for separation due to their inability or refusal to participate in a treatment program, or their failure to complete a program.

**New policy:** Soldiers designated as rehabilitative failures — alcohol or drugs — will be processed for separation.

### Elimination From NCOES

**Old policy:** Soldiers who are eliminated for cause from NCOES courses may be reclassified, removed from the Army standing promotion list, barred from reenlistment or separated.

**New policy:** Mandatory bar to reenlistment or initiation of separation proceedings is required for soldiers who are eliminated for cause from NCOES courses.

### ARNEWS

**Build self-esteem**

# Unlock your sales potential

Your self-concept is the one factor more than any other factor in your life that determines your health, your happiness, your performance, and your success. Especially your success as a sales professional. This fact is a particularly important key to the top professional salespeople because their level of sales effectiveness is in direct relationship to the level of their self-concept.

Over the years people have talked about how much of your potential you are using. Many of us have heard that the average person uses less than 10 percent of their potential. But according to the Stanford Brain Institute, the average person activates less than 2 percent of their brain cells in their entire lifetime. If you are using as much as 10 percent of your potential, that leaves you with 90 percent of your capabilities untapped — 90 percent of your potential waiting to be used as a resource.

What studies have found is that you have a self-concept. According to the Brian Tracy Corporation, this self-concept is the regulator of your performance. You always perform in a manner consistent with your self-concept. Stated differently, the level of your self effectiveness is always in direct relationship to your level of self-concept. There is a 1:1 relationship between how much you sell and your self-concept. Indeed there is a 1:1 relationship between how much you sell and everything you do in life.

Your self-concept is entirely subjective. It is made up of your beliefs about reality itself. Anything that you accept as being true becomes part of your subconscious reality. And when it is a part of your subconscious, you act as though it were true.

You have self-concepts. You have a self-concept for

how you dress. You have a self-concept for how you perform in athletic activities. As a sales professional you have a self-concept for how you sell, how you conduct your presentations, and how you close. You even have a self-concept for how many contracts you will write in a given period. The interesting thing is that you will seldom produce much more or much less than your self-concept (or your belief) says you will.

What does this mean to you? It means that to raise your average performance, to raise your production, to improve the quality of your life on the outside, you have to change your self-concept. And you do this by changing your belief system on the inside. You have to feed yourself new information over and over again repetitively until it becomes part of your beliefs.

The core of your self-concept is called your self-esteem. Self-esteem is how you feel about yourself. It is how you feel about

yourself more than anything else that determines how you perform on the outside. The best definition of self-esteem is simply how much you like yourself, and it is the single most important determinant of your behavior. How much you like yourself, or this “feeling component” of your attitude towards yourself, determines your level of effectiveness in each area of your life.

Since each of us is a self-programming machine, you can program yourself by using positive self-talk — by using what are called positive affirmations. If you repeat positive affirmations over and over again, your overall self-concept goes up. And as your overall level of self-concept goes up, your level of performance in every area of your life goes up simultaneously.

All high performance salespeople have a high level of self-esteem. They like themselves. They feel like winners. And if you repeat over and over again (with emotion) the positive affirmation, "I like myself!", you drive it into your subconscious mind, making all your words, thoughts, actions and feelings consistent with that message. You will feel like a winner. You will think and act like a winner. You will build your self-esteem systematically. And you will be successful.

There is a direct relationship between self-esteem and Positive Mental Attitude. Your attitude on the outside is a reflection of your self-esteem on the inside. People who like themselves are positive on the outside. People who don't like themselves are negative on the outside. A positive mental attitude is a reflection of high self-esteem.

So how does self-esteem directly affect sales performance? The major reason for failure in sales is the fear of rejection. It's the worst fear people have to face. The fear that people will say "no." Yet statistics show that an average of four out of five people you speak to will say "no" when you close the sale. By having a high level of self-esteem and by liking yourself, you brush these negative responses off and keep your spirits up. You don't take this rejection personally. Even though people may tell you "no" all day long, you will still achieve your potential in selling.

Why is fear of rejection such a powerful factor? According to the Institute for Executive Development, a Columbia University study discovered that the average salesperson spends only 20 percent of his time, or approximately 1.5 hours per day, in face-to-face

situations with people who can make a decision to buy. Yet there is a direct relation between production and contacts. Contacting more people results in more sales. So why don't most sales people talk to more people? The answer is a very simple reason — the fear of rejection.

There is an inverse relationship between the fear of rejection and self-esteem. The more your self-esteem goes up, the more your fears of rejection go down. And when you get over your fear of rejection in sales, there is no limit to what you can do. All top sales people have reached the point where the fear of rejection does not hold them back.

The Columbia University study also disclosed that 50 percent of all sales calls end with no close at all. They end without the salesperson asking even once for the prospect to buy. Why is that? Once again because of the fear of hearing the word "no." Because of the fear of rejection. And if prospects are never asked to buy, they never will.

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***'Success is not measured by what you've done compared to others, but compared to what you're capable of doing.'***

— Zig Ziglar

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## Training Tips

**Question:** What's the difference between high-self esteem, egotism and conceit?

**Answer:** Self-esteem is an emotion, the degree to which we like and accept ourselves in spite of our mistakes; our compassion for ourselves. Conceit is letting everyone else know how great you think you are; egotism is thinking of yourself as the best, without regard for reality.

- One-third of our country suffers from crippling low self-esteem, one-third feels okay about themselves, and one-third feels really good about themselves.
- In order to care about other people, first care about yourself. You cannot give away what you don't have.
- Self-esteem is knowing you are good, and wearing it well.
- High self-esteem is the greatest gift you can give yourself and others.

## ***Awards and Incentives***

# Reaping the rewards

Rewards are known to be positive motivation; therefore, Recruiter Incentive Awards were created to acknowledge exceptional recruiters. What are the awards and how can an outstanding recruiter earn them? A recruiter is eligible for a variety of awards such as the Gold Recruiter Badge, Recruiter Ring and the Commanding General's Club, just to name a few. But how does a recruiter obtain these awards?

### ***The Gold Badge***

When a soldier successfully completes the Basic Recruiter Course, he or she then receives the Basic Recruiter Badge. They are now eligible to earn the **Gold Achievement Stars**. A recruiter must obtain a specified number of points within a specified time period to earn a total of three Gold Achievement Stars.

- The first Gold Achievement Star is awarded after earning 240 points in 6 months,
- The second after 300 points in 6 months and
- The third after 300 points in 6 months.

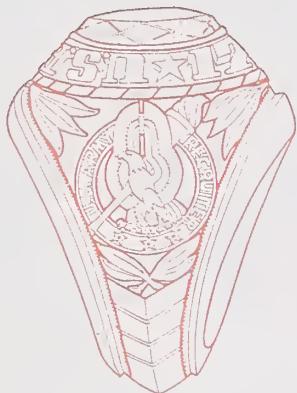
A recruiter then must earn an additional 300 points within 6 months to be awarded the **Gold Recruiter Badge**.



## Sapphire Achievement Stars

After the Gold Recruiter Badge, the recruiter must then obtain a certain number of points within a specified time period to earn three **Sapphire Achievement Stars**.

- The first Sapphire Achievement Star is awarded after earning 300 points in 6 months,
- The second after 300 points in 6 months and
- The third after 300 points in 6 months.



## The Recruiter Ring

According to USAREC Regulation 672-10, a recruiter is then eligible to compete for the ultimate award in the Recruiting Incentive Awards Program — the **Recruiter Ring**. To be awarded the Recruiter Ring, a recruiter must earn 1,200 points within a 24-month period.



## CG's Club

To become a member of the **Commanding General's Club** a recruiter's "whole person" is taken into consideration.

The "whole person" concept includes such things as personal appearance, drug or alcohol abuse and how the recruiter personifies him- or herself in the civilian community. Only total points obtained during the fiscal year will be considered, and the recruiter must achieve mission box for that year. In the event of a tie in point totals a recruiting battalion selection board will be used. The Commanding General's Club program is conducted on a quarterly basis.

The above awards are outlined in USAREC Regulation 672-10, Recruiting Incentive Awards. But there are other incentives not mentioned in the regulation such as Chief of Staff of the Army Recruiter of Excellence Association, Commanding General Recruiter of Excellence Association and the Commanding General Team Excellence Award.

## CG's Team Excellence

### Award



The **USAREC Commanding General's Team Excellence Award** was designed to acknowledge recruiting companies for superior team accomplishment based on production achievements.

To be eligible for the quarterly award a recruiting company must achieve combined mission box for a fiscal quarter. A recruiting company must achieve combined mission box upon completion of the fiscal year to receive the annual award.

The purpose of the CG's Team Excellence Award is to encourage unit team building, stimulate production to achieve mission box, and magnify present incentives.

## Chief of Staff of the Army Recruiter of Excellence Association

How does a recruiter become a member of the **Chief of Staff of the Army's Recruiter of Excellence Association**? All recruiters are eligible for this honor, but each category of recruiter must meet different criteria.

Regular Army recruiters must make mission box and obtain 250 percent of their assigned GSMA mission, while U.S. Army Reserve recruiters must make mission box and obtain 200 percent of assigned GSA mission. Regular Army and USAR nurse recruiters must make mission box and 175 percent of assigned packet mission.

## CG's Recruiter of Excellence Association



How does a recruiter become a member of the **Commanding General's Recruiter of Excellence Association**? Once again all recruiters are eligible, but the criteria vary.

Regular Army recruiters must achieve mission box and 200 percent of their assigned GSMA mission. United States Army Reserve recruiters need to achieve mission box and 150 percent of assigned packet mission. Regular Army and USAR nurse recruiters need to achieve mission box and 150 percent of assigned packet mission. Also, company commanders, first sergeants and recruiter training NCOs are eligible, if their company obtains net mission box and 110 percent of the assigned GSA USAR mission.

These incentives were designed to acknowledge excellence in recruiting and to stimulate production within recruiters. The incentive to recruit must come from within, but these programs certainly help to boost morale. There have been many exceptional recruiters who have met the challenge, and there will certainly be more in the future.

**Vernetta Graham, Assistant Editor**



# To TA or not to TA

## *the question is . . .*

"Why should I pay \$100 a month to get the Montgomery GI Bill? I can use the Army's tuition assistance to get my degree while I'm on active duty."

### *Bad Idea*

"Every week, three or four soldiers come to me who don't want the Montgomery GI Bill. They say their recruiter told them they could finish their degree while they're in the Army, using tuition assistance. I explain the facts of life," says Liaison NCO SFC James Clifford. "Result? We've got some soldiers heading down range without their benefits or with an attitude problem."

Clifford and other USAREC Liaison NCOs have three days to iron out wrinkles for new soldiers at the Fort Jackson, S.C., reception station. Lately, misinformation about Army tuition assistance has added a wrinkle in Montgomery GI Bill enrollment.

"Typically they're soldiers with some college,

HIGRADs coming in as PV2 or PFC. They get the idea from their recruiter or guidance counselor that the Army will pick up most of the tab for their degree while they're on active duty — especially if they have a six-year enlistment. So they're not interested in paying \$100 a month into the Montgomery GI Bill for a year," Clifford said. "But the fact is tuition assistance has conditions attached, is not guaranteed, and, with budget constraints, has become less available."

Tuition assistance covers only up to 75 percent of a soldier's tuition on an approved course. Some areas have caps on total benefits that may be

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***'Tuition assistance is a corporate asset, not a benefit of the soldier'***

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lower than the actual cost of the course. And with less funding available, priority goes to career development courses that benefit the Army.

### *Good Idea*

"Tuition assistance is a 'corporate asset' of the Army, not a benefit of the soldier," said Don Mallicoat, Education Division, Department of the Army. "Never was tuition assistance meant to provide resources to obtain a bachelor's degree within one term of enlistment for an active-duty soldier. TA does not replace or compete with the Montgomery GI Bill. A soldier can realistically plan to take several courses while on active duty with the help of TA, depending on duty assignment as well as funding. But there are no guarantees of obtaining a degree."

The current AR 621-5 states, "TA will be tied directly to retaining quality soldiers, enhancing their professionalism and increasing the combat readiness of the Army." Education counselors are guided to exercise "care and judgment in determining which courses or programs have relevance and/or general value to the soldier's military job."

A revised draft of AR 621-5, forwarded to education officers for review, emphasizes further the primary use of tuition assistance for Army career development.

Soldiers used to be able to use tuition assistance for a class in art history or auctioneering. "Times have changed," said Mallicoat.

Available TA funds are distributed among Army commands like TRADOC and FORSCOM, then each command divides those funds among installations according to the projected number of soldiers each services. "Recruiters apply for tuition assistance dollars at their closest installation. USAREC does not have its own funds," Mallicoat said.

Recruiters who have had easy access to tuition assistance dollars are warned not to use their experience as a predictor when advising new recruits.

"Here at Fort Jackson, soldiers may take a maximum of five courses per year, and there is a cap of

\$80 per semester hour tuition. But some posts don't have any TA funds," said education guidance counselor John Zitnick.

"It would be a tragic mistake for someone not to take the Montgomery GI Bill because they were relying on tuition assistance," said Jerry Lent, an education service specialist at Fort Sheridan, Ill.

The GI Bill may also be used for graduate school and belongs to the soldiers to use as they wish. Regular Army soldiers may begin to use their Montgomery GI Bill benefits after two years active duty.

Mallicoat said some soldiers who are confused about the extent of their Montgomery GI Bill benefits may be reluctant to use them while on active duty. "They can use the GI Bill for 36 months of full time attendance within the parameters of their allotment. If they take only one course for three months while they're on active duty, that doesn't mean they've used up three months. They've only used one-

quarter of the courses allowed for three months of full time attendance. As long as the total amount of funding holds out, which it will easily do at state schools, their Montgomery GI Bill benefits will last."

Montgomery GI Bill benefits recently increased for those who use them between October 1991 and September 1993. The new amounts are \$9,900 for two-year enlistments and \$12,600 for three and four-year enlistments.

"Our job is to keep GI Bill enrollment at least at 90 percent," Zitnick said. "A certain number of soldiers will not take it because they are taking Loan Repayment instead, or have already finished college. But in every briefing I give, somebody will say, 'My recruiter told me I'd have unlimited funds in tuition assistance.'"

"Tuition assistance is an Army benefit recruiters may mention, but it should not be presented as an alternative to the Montgomery GI Bill," said SFC William Bonebreak, Recruiting Operations. "We encourage participation in the GI Bill."

**Diane Richardson, HQ USAREC A&PA**

1. There are \_\_\_\_\_ separate and distinct phases in the preparation of the Recruiting Station Mission Box Plan.

- A. Five
- B. Four
- C. Seven
- D. Three

2. What are the goals of the SPMS and the mission box plan?

- A. To provide an indicator of sales training needs.
- B. To provide a method to determine work requirements for mission box accomplishment.
- C. To provide an early warning system to your chain of command of possible failure through the reporting system.
- D. All the above.

3. The RS management book will contain, at a minimum, which months' processing lists?

- A. Current and last month's processing lists
- B. Current quarters processing lists
- C. As determined by the RS Commander
- D. Current month's processing list

4. A recruiter's prospecting efforts will be tracked on the USAREC Fm 533 by?

- A. RSW (Tuesday through Monday)
- B. Calendar week (Monday through Friday)
- C. Calendar week (Monday through Saturday)
- D. None of the above

5. Applicants removed from the processing list, for any reason, and reentered at a later date may not be credited as a recruiter-generated appointment.

- A. True
- B. False

6. When will a USAREC Fm 762 lead source analysis will be accomplished?

- A. Quarterly
- B. Monthly
- C. Weekly

7. The USAREC Fm 762 will be retained in the Recruiting Management Files for a period of \_\_\_\_\_.

- A. Two years
- B. One year
- C. Fifteen months
- D. Eighteen months

8. The TTE Program is mandatory for those soldiers who return to USAREC after an absence of one year or more, regardless of previous experience, awards earned, and pay grade.

- A. True
- B. False

9. The \_\_\_\_\_ will ensure the USAREC Pam 350-2 (TTE Book) is issued to all new recruiters upon their arrival into their respective recruiting battalions.

- A. Battalion RTNCO
- B. Battalion Sergeant Major
- C. Battalion Commander
- D. Battalion Operations NCO

10. The \_\_\_\_\_ will review the USAREC Pam 350-2 (TTE Book) monthly to ensure that each new recruiter is being trained in accordance with USAREC Pam 350-2.

- A. Company first sergeant
- B. Company RT
- C. Company commander
- D. Station commander

11. How many steps does the pre-call plan consist of?

- A. Two
- B. Three
- C. Four
- D. Five

12. In successful selling, establishing rapport, determining needs and interests, determining qualifications, presenting features and benefits, and closing and handling objections are examples of?

- A. Five Critical Tasks
- B. Five Sales Skills
- C. None of the above

13. How many suspense files must the RS Commander maintain in the LEADS management system?

- A. One 31-day month
- B. Three 31-day months
- C. Two 31-day months
- D. None of the above

14. The entire LEADS suspense system will be used in conjunction with the RS commander's \_\_\_\_\_.

- A. Processing List.
- B. Daily Planning Guide.
- C. RS Production Management System.
- D. None of the above.

15. Upon an applicant enlisting, the recruiter must schedule the initial orientation no earlier than \_\_\_\_\_ days and no later than \_\_\_\_\_ working days?

- A. Two, seven
- B. One, five
- C. Three, five
- D. Three, ten

*(Answers to this month's Test can be found on the inside back cover.)*

# If you ask them

# they will join

If you ask them, they will join. Recruiters may be missing a "field of dreams" if they forget to close the sale, according to sales training NCOs at USAREC Training Directorate.

In the summertime hit movie "Field of Dreams," the Iowan farmer heard a voice telling him, "If you build it, he will come." After long hours spent building a prize-winning ball park, his legendary team did come sauntering through the man-size corn stalks.

The playing field for Army recruiters is in great shape, according to MG Jack C. Wheeler, USAREC commander. He stated recently that we have never been in a situation such as we are today. The economy is going for us, the tremendous win in the gulf is going for us and the image of the Army has never been better. But, he added, "If we do not ask people to join the Army, they won't."

Not ask people to join? SFC Larkin Oakes, of the Training Directorate, says he's seen it many times. "A recruiter will do a great sales presentation. He'll engage

the applicant, gain trust, determine the dominant buying motive and then end his pitch with, 'So, what do you think of that?'"

SFC John Meyers, also with the Training Directorate, added, "The recruiter should be saying, 'Based on what we've talked about, do you want to join the Army?' Sometimes we resist asking that question because we don't want to hear, 'No.' What seasoned recruiters know is that the first 'no' is not the end of a sales presentation, it's actually a beginning."

Training Directorate's MSG Roger Jackson said, it's after a "no" that the recruiter can begin to overcome objections. A recruiter needs to find the objection and hit it head on. Recruiters did that during Operation Desert Storm and it worked.

What do training NCOs believe is the Desert Storm legacy for recruiters? "The United States had not been in a major conflict for a long time," Jackson said, "and what recruiters see now is that the reality of being a soldier-



-especially for the Reserve — is there when they talk to a prospect."

"Service to country is not the number one reason people join the Army. We have to keep probing for the dominant buying motive, and not assume because a kid says "My dad was in the Army" that he's sold on service to country. That student may still be looking for money for college," Jackson cautioned.

And what do these training NCOs believe recruiters should be doing to improve their batting averages? Like baseball players in a slump, get back to the basics.

Oakes believes if it works for professional baseball players, it will work for recruiters; mental attitude is going to make a difference. "It's PMA — positive mental attitude. A soldier slumped in his chair feeling down isn't going to make a good impression on the people he's asking to join the Army. Why would someone want to join an organization where they can't have fun. I've told my recruiters and even prospects that the Army told me I was going to be a recruiter, but no one told me I couldn't have fun doing it. And you can have fun, but it starts with self-esteem. You have to feel good about yourself." (See May's Pro Talk on page 5 for tips on building self-esteem.)

That positive mental attitude won't help if a player doesn't get a chance at bat. And recruiters can't recruit if they don't make contact with prospects. During the summer, the recruiter's playing field changes a little. Seniors and grads aren't at home much during the summer.

Area canvassing and face-to-face prospecting are key to successful summertime recruiting, Jackson notes. "Knowing where high-quality prospects are and how to approach them can make a difference. There's a lot of outside activity during the summer months and a new recruiter needs to go at area canvassing systematically," he said.

"The recruiter should scout out the best places to go and the best times. Once he has a sense of his area, he needs to develop a schedule, a pattern. If the recruiter shows up at the amusement park around two on Thursday afternoons, kids will begin to expect him to be there. And when they or an adult talks to someone who might be interested, they can always say, 'You can catch Sgt. Smith here around two on Thursday if you want more information.' Be a little predictable. And be patient.

"New recruiters trying face-to-face prospecting may become too impatient at first. Results are usually not instantaneous. Sometimes contact takes time and you may not be talking to a lot of prospects, but instead making contacts for referrals. Give the technique time to build on itself to begin producing for you," Jackson advised.

SFC Dennis Margheim of the Training Directorate agreed with Jackson that in today's competitive environment recruiters need to step back and really plan and

execute for the long run. "There's more competition and things are happening at a quicker pace. The recruiting environment has changed and we must adjust. Telephones were the way to make mission in the '70s and '80s, but the '90s require a combination of telephone, face-to-face and referrals to work. Recruiters need to become a part of their community. Influencers are important in recruiting; Desert Storm showed us that. The more a recruiter becomes a part of his community, the more help he's going to receive from influencers. But that means long-term pay off and we have to be patient with recruiters to let them work for the long term too," he said.

The Training NCOs also advise recontacting '91 seniors. "Don't call just to annotate it on your LRL. If you called someone in October and they weren't interested, who knows what they're thinking about today. Their lives may have changed and they may be willing to hear about Army opportunities again," Meyers said. "Of course, if you called someone just three weeks ago the odds are a little tougher that they will be receptive. So think about what you are going to say on that phone. Be prepared for a brush off and then do your best."

Ask yourself, "What do I know about the prospect?" before you call. It's nice to know whether a prospect is college bound or looking for a job. It's helpful to know his hobbies, his academic standing and his marital status. Determine how you are going to use the information to establish rapport and captivate interest in the Army. And remember to have note-taking material on hand.

Another back to basics tip from the training NCOs was to remember to ask for a referral, especially from their DEP members. "It's right there on the 200 card, and it shouldn't be overlooked. Asking for referrals from a DEP member just makes good sense," Jackson said.

Meyers added that recruiters should remember to treat that DEP member as well as you did when he was an applicant. "There are no short cuts; you must genuinely care about an individual to keep the relationship going. Not only can you find yourself trying to regain ground with a DEP member you've lost, but you are losing a valuable source for referrals and testimonials. Good DEP management is a basic in successful recruiting," he said.

Jackson summed up that if you concentrate on the basics summertime can be a very fertile time for recruiting. "Those '91 seniors may be ready to think about their future now that graduation's past and the prom is history; that may not have been the case last month," he said.

When you do get your chance at the plate, don't forget to swing the bat; remember, if you ask them, they will join.

**Barbara Sorensen, Public Affairs Officer**

# Summertime tips

"They didn't waste any time getting me involved," said Desert Storm Reservist SPC Tim Thomas about his Army recruiters. "They met me at the airport when I returned from Saudi and asked me right then to go on ADSW."

Thomas is now working with his West Lake Street Recruiting Station recruiters in Minneapolis while on Active Duty Special Work (ADSW) status.

"We're encouraging Reserve recruiters to take advantage of the Active Duty Special Work program to bring Reserve Desert Storm veterans into recruiting," said SGM James C. Dickerson III, Reserve Affairs Directorate. "They can help by wearing the uniform, talking to prospects and manning static displays. It's a great way to deal with issues and questions about the Reserve and Desert Storm."

Acting Station Commander SSG David Skelton said Thomas is a great icebreaker. "We take him everywhere with us, to appointments, school visits and even just walking the street. We introduce him as a Desert Storm veteran and the questions just start coming. He's good at expressing himself, he's been a great help," Skelton said.

Thomas deployed to Saudi Arabia on Jan. 13 and returned May 3; he worked in psychological operations with a military intelligence detachment. "I'm also a student at the University of Minneapolis, a senior. I'm living testimony that you can be a student and a soldier. I talk a lot more about the educational benefits than anything when I meet people. I've got a good package of benefits," he said.

Thomas will be attending summer school to make up the two quarters he missed because of the deployment. The 20-year-old engineer student said he is still ahead of most of his peers in finishing college.

Meanwhile for USAR recruiters, summertime means seeing double — double the seniors, that is. The day the class of '91 graduated, every junior in the high school became a senior and may be eligible for the 360-Day Delayed Training Program.

That's a source for high-quality non-prior service prospects, and Reserve recruiters should be checking their lead refinement lists, Dickerson suggests. "We will not sacrifice quality for numbers. That's got to be the

driving force in Reserve recruiting as we get back into the non-prior service market," he said.

Dickerson recognizes that, for the most part, Reserve recruiters are challenged by the very scope of their target market. "RA recruiters focus on seniors and recent graduates for their high-quality prospects, the 17- to 21-year-olds," he said. "Reserve recruiters are talking to a group that's scattered and goes up to 27-, 28- and 29-year-olds."

Summertime recruiting, which must include area canvassing and face-to-face prospecting, can be intimidating

for new Reserve recruiters. "Experienced Reserve recruiters, especially our 665 ring recruiters, need to work with new Reserve recruiters and show them how to do area canvassing," Dickerson said.

"If they don't, a new recruiter will waste valuable time doing it wrong until someone shows him or until he discovers the correct way after painful trial and error. A little

mentoring in this area can go a long way," Dickerson contends. "New recruiters need to be taught all their prospecting tools — like where to find prospects."

He suggests that doing face-to-face in population centers can pay off big dividends when done correctly. "We have multiple markets and many places to go looking for high-quality applicants. They are in all the places one would automatically assume — the gas stations, summer employment businesses, fast food places — but they are also on college campuses and in full-time jobs.

The college bound and the high-grad market are USAR's best sources for quality recruits. "If Reserve recruiters concentrate in these areas, and many may need to get back in them since Desert Storm, the quality will be there. The preponderance of prospects in these categories will be high-quality. And the Reserve has so much to offer this group. It's a logical match."

Besides service to country, which Dickerson believes is a positive factor in Reserve recruiting, the Reserve offers many packages and incentives to keep high-quality applicants on track for successful civilian careers.

**Barbara Sorensen, USAREC Public Affairs Officer**

# *A new way of doing business*

As of April 1st the new Medical Directorate received its new name change, but no internal organizational changes have taken place. "Our mission has been and will remain to efficiently recruit a sufficient number of professional nurses to meet the needs of the Army Reserve, as well as Active," stated COL Susan B. Christoph, director of the Medical Directorate.

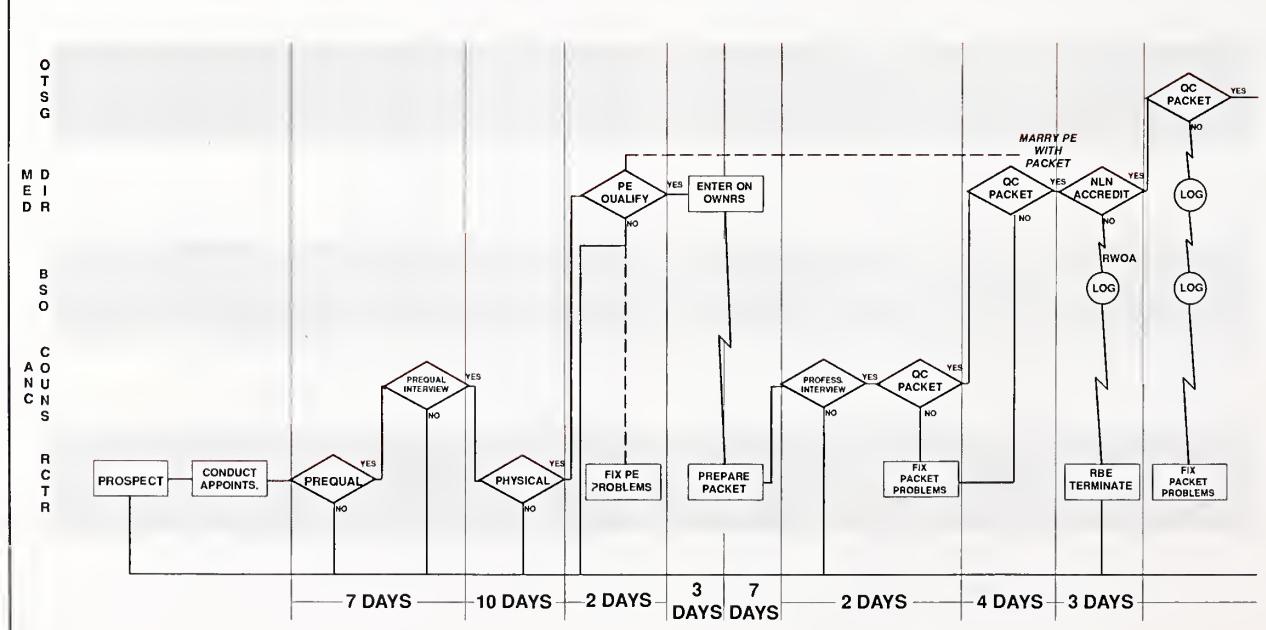
The command would like to see a refocus on this critical mission of recruiting quality nurses. To help bring about this refocus the Medical Directorate will change from the

old packet mission to the new "commission mission."

The commission mission is designed to focus the entire nurse team towards quality applicants. It will allow recruiters and counselors free time to prospect and follow up

***'Nurse  
recruiters  
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schools'***

### **PROCESSING FLOWCHART**



on quality applicants to ensure they access. "Nurse recruiters will once again be visible in the schools," commented LTC Leslie A. Cormier of the Medical Directorate.

While procedures for processing Army Nurse Corps applicants will not change significantly, the commission mission will emphasize gaining quality applicants who will have a strong commitment to the Army Nurse Corps. This program will encourage nurse counselors to become involved in prospecting and accustomed to the selling process.

One change that occurs as a result of the commission mission is the awarding of points. Mission box is now worth 100 points. Overproduction points for active duty students is on a sliding scale, with 150 for the first overproduction, 180 for the second, and 210 for the third, and so on. Overproduction for active duty working nurses is also on a sliding scale, 100 for the first, 130 for the second and 160 for the third and so on. For Reserve nurse overproduction, the points are 60, 80 and 100 points, and so on. Production for RA and USAR without making mission box is 50 points. For USAR there 50 bonus points for commissioning of a nurse anesthetist, with a bonus of 25 points for putting in a BSN nurse. Recruiters will henceforth receive mission credit after the date the applicant is commissioned, rather than at the time of application.

To help recruiters excel, "student" has been redefined as a current year senior plus 3 years from the graduation date. This will direct the force toward young, long-term career-oriented applicants. Students are a major portion of the active duty mission.

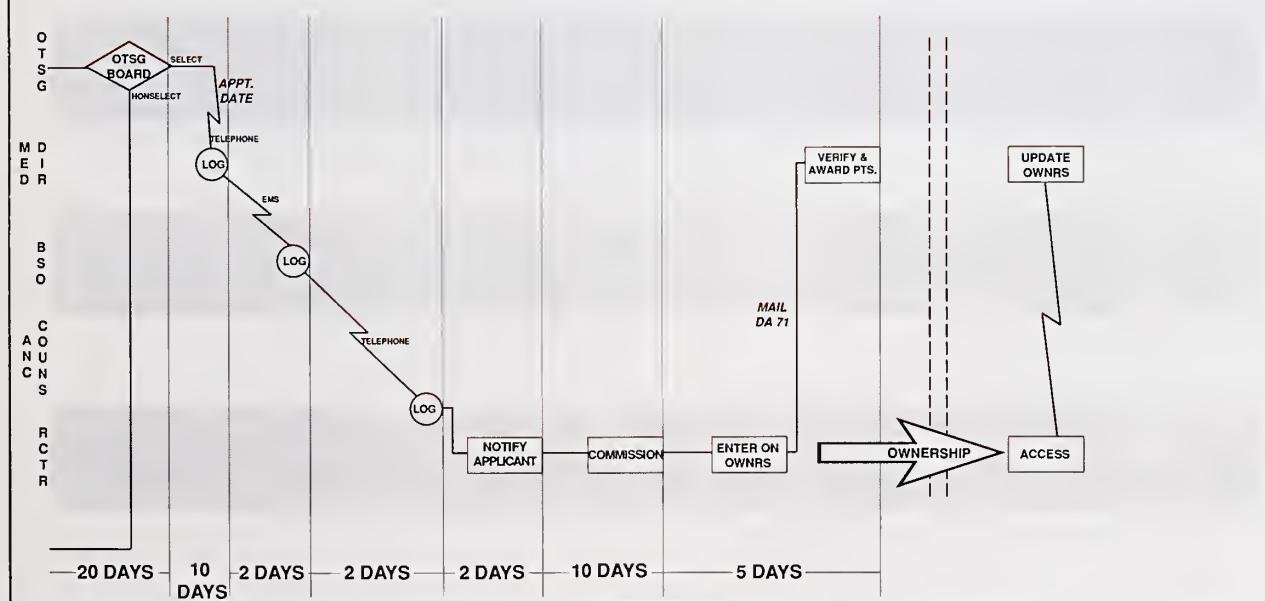
A new system is being developed to computerize nurse applications, the Nurse Recruiting Automated Packet System (NRAPS), which will free time for recruiters and counselors to concentrate on prospecting and follow up of ANC applicants.

Another new program is the Army Nurse Candidate Program. This will allow student applicants, upon selection, to receive a bonus and a \$500-per-month stipend while completing their Bachelor of Science Degree in Nursing. Upon completion, nurse candidates will be commissioned in the Army Nurse Corps. To qualify for this program an applicant must meet enlistment standards. At time of application the applicant should be a civilian. If the applicant is prior service, he or she must be able to complete 20 years of service before the age of 60. Also, the applicant will be enrolled full-time or accepted as a junior in an NLN-accredited Bachelor of Science Degree in Nursing program.

The new Medical Directorate will eventually set its sights on other future expectations. In addition to maintaining the Army Nurse Corps mission they will also explore recruiting other professional medical specialities. Tackling this new mission would be a challenge for the directorate, as they would have to contend with the competition from the private sector, which is a challenge Medical Directorate personnel and nurse recruiters have been meeting for a long time. No timetable has been set for acquiring additional missions.

**Vernetta Graham, Assistant Editor**

## PROCESSING FLOWCHART (cont.)



# Speaking from experience



LTC Barbara Turner (left), chief of Clinical Nursing Services and chief of Research Services at Madigan Army Medical Center, talks with nursing student Jennifer Horn. (Photo by Jacqueline Rhodes)

LTC Barbara Turner speaks from experience when she talks about Army nursing and nursing research.

She recently addressed 35 students of the College of Nursing at Capital University in Columbus. The visit was arranged to enable a practicing Army nurse to talk directly with nursing students about the research benefits of Army nursing, according to nurse recruiter SSG James Golgart.

"I think Army nursing is wonderful," she says enthusiastically when speaking of Army nursing and the

people she works with. "It is the only system in the world where you feel part of a team that contributes to a greater mission," she added. The Army stresses and encourages education and the sharing of information. Army nursing contributions go beyond caring for patients at a particular hospital, allowing nurses to contribute on a much larger scale, according to Turner.

"Physicians treat you very much as colleagues," she said.

There's a vast difference between nursing in the Army and nursing in the civilian sector, she said. The

Army Nurse Corps has higher percentage of male nurses than in the civilian sector, according to Turner. The reason, she surmises, might be that Army nurses are treated as "officers, colleagues and professionals".

Army nurses also have the advantage of promotion, advancement and "great opportunities for leadership

they may not have on the outside," said Turner.

If positions are not available commensurate with their expertise and current rank, they will be reassigned to a location with a need for the expertise, contrary to civilian nursing where there is quite often nowhere to

**'No matter where Army nurses go, they never lose seniority but, instead, advance in professionalism, leadership and rank.'**

grow, she explained. "We find a slot for you," she said, and then added that no matter where Army nurses go, they never lose seniority but, instead, advance in professionalism, leadership and rank.

Funded by the National Institutes of Health, Turner's voluntary research projects are in addition to her regular full-time duties as an Army nurse. While it requires extra time and effort, she says the "results are good for nursing as a whole. Research either supports or refutes current nursing practice." The results are shared worldwide through international presentations and publications.

Her current project — researching airway management in pre-term infants to determine what makes infants breathe and the interventions that help them breathe — is the continuation of a project she began at Walter Reed Army Medical Center in 1986. It is anticipated to continue for the next two years, she noted.

Turner, who is chief of clinical nursing services and chief of nursing research services at Madigan Army Medical Center in Washington State, has lectured at nursing schools throughout the United States.

Among her extensive credentials are appointments as consultant to the Surgeon General, first from 1981 to 1988 in neo-natal nursing, and then from 1988 to present in nursing research.

**Pamela J. Roberts, Columbus A&PA**

## Nurse researching

Nursing research is like recruiting . . . not every undertaking is a success. Researchers and recruiters both have to work continually and consistently in order to get positive results. In recruiting, it's called prospecting. For those in nursing, it's research.

Thirty-five students in Capital University's School of Nursing in Columbus recently heard LTC Barbara Turner, an Army nurse and chief clinical services at Madigan Army Medical Center in Washington State, explain the necessity for and the trials and tribulations of research in nursing.

"Instructors will tell you research is a systematic scientific inquiry, but I like this definition of research . . . the process of going up alleys to see if they are blind.

"You are going to pick a research area and you are going to look down that alley to see if it is going to go anywhere," she tells students. "Some of you are going to follow-up on it. And some of you are going to say 'That is the biggest blind alley I have ever seen in my life, and I'm never going to touch that area of research again.'"

To succeed in nursing research there are certain attributes every researcher must possess. Calling them "Dr. T's definition of research," she said researchers must have an interest, a sense of inquiry, a sense of humor, a sense of the research process, and funding.

While the researcher's path may be laden with dead ends and detours, Turner says there are four times when the efforts are worthwhile and those who succeed arrive in research "paradise."

- You just know a project will be easy and you say, 'It's no problem and we will get it done in about a two-month timeframe.'
- You are doing a research survey and you actually get something back in the mail.
- You file the completed research, review it six months later and say, 'We did a good job after all.'
- Your article is published.

While the blind alleys may outweigh successes, every positive finding is a step forward, giving researchers the incentive to explore the next alley along the pathway of nursing research.

## Teaching more than wrestling

■ SFC Terry Markwood of Lancaster (Penn.) Recruiting Station finds himself back in his hometown school, not as a student but as a coach. Jason Brandenburger (on top) and Brock Rowles, 8th graders at Fairfield Union Junior High School, say they not only learn from Markwood's experience on the physical side of wrestling, but they also learn mental endurance and discipline.

(Photo by Jacqueline Rhodes)



## RSC presents the Medal of Honor

■ The Recruiting Support Command is making an impression with its cinema vans and the Medal of Honor display van. Above, SSG Kevin Dexter of Moline (Ill.) Recruiting Station and SGT Vernon Pollard of the Recruiting Support Command welcome visitors to



the Cinema Van, part of the Armed Forces display on May 11 at Rock Island (Ill.) Arsenal. At right above, SSG Steven L. Spurbeck of the Support Command at Alexandria, Va., looks on

as SSG Bruce Neyens talks with a visitor about the Medal of Honor. (Photos by T. Holden)

## Mentoring helps

■ What's one college course that could help recruiters break into school markets? Would you believe basketball officiating?

SSG Nicholas Harrison, Portsmouth station commander, has used his officiating activities to help him achieve visibility with schools and school personnel.

"It has opened doors for me, especially at one school. Now everybody knows that I'm not just coming and taking, I'm doing something for the school," he explained.

Officiating has even given him the opportunity to network with a high school counselor who also just happens to be a fellow official, according to Harrison.

The school counselor/official has gotten him scrimmages at area schools and referred him to others. While traveling together to games, he has had the chance to talk to the school counselor about the area, gleaning valuable background information about the schools and the communities in his recruiting area, according to Harrison.

Unlike most of his officiating counterparts, Harrison, who has already refereed 30 games during the last few months, doesn't actively seek out the scrimmages and games. He uses the "word of mouth" referral method in obtaining games because it gives him the flexibility he needs with his recruiting schedule, he explained.

"I wear my uniform to school. There's no doubt who I am. In meeting school officials, they can see I'm helping in the community. Now I can be in the schools and exercise at the same time," he noted.

Harrison, who has been in Portsmouth about seven months, also officiates every Tuesday night for a men's basketball league made up of doctors and businessmen. This also has helped him establish rapport with the community's business leaders.

Harrison became interested in officiating while he was assigned to the Marion Recruiting Station. He was dealing with a basketball coach who needed qualified people to do the refereeing, according to Harrison. He served as a mentor and a role model for students by doing sports activities with them.

After moving to Portsmouth to become the station commander, he enrolled in college there and took basketball officiating as an elec-

tive. Licensed as a Class II referee by the Ohio High School Athletic Association, he can officiate all basketball games except varsity. After two years, Harrison says he can take another exam to qualify to referee varsity games.

He plans to continue refereeing basketball and wants to take the football officiating course this summer.

**Jacqueline Rhodes, Columbus A&PA**



SSG Nicholas Harrison blows the whistle on a holding foul. Blocking out the crowd noise just before a game, he concentrates on the buzzer signaling time-outs, quarters and the end of the game. (Photo by Jacqueline Rhodes)



MG Jack C. Wheeler, USAREC Commander, slips into the driver's seat of Larry Caudill's winning race car at the Charlotte Bn Mega-DEP Promotion Ceremony. (Photo by SFC Alex George)



**BG Lenhardt awards SFC Leslie Davidson the Army Commendation Medal for exceptionally meritorious heroism.**  
(Photo by Jack Fetko)

## A hero's reward

■ SFC Leslie Davidson, battalion operations NCO, was recently awarded the Army Commendation Medal by BG Alfonso E. Lenhardt for "exceptionally meritorious heroism."

The award was presented as a result of Davidson's actions September 5, 1990, when he pulled an injured driver from the wreckage of a burning automobile and provided first aid to the individual until an ambulance arrived.

According to 1LT Cornell Irons, battalion reserve operations officer, Davidson's actions regarding the incident "epitomize the definition of an NCO, whether in or out of uniform."

The unfortunate accident occurred as Irons and Davidson were driving back to Fort Meade, Md, after dinner in Washington, D.C. When the driver in the accident vehicle lost control of the car, the vehicle struck the lane separation barrier twice, then flipped on its top and slid about 40 feet.

When Davidson and Irons got to the scene, the car was still on its top and was smoking. The two soldiers unstrapped the injured driver from his seat belt and pulled him safely away from the burning vehicle. Davidson stayed with the individual, who was somewhat incoherent, until the ambulance arrived. Davidson tended to a cut on the injured driver's head and administered first aid so that he would not go into shock.

Davidson said he was proud to receive the Army Commendation Medal. "It makes me feel good to be able to use skills I learned in the Army to help someone else," Davidson said. "But I was only doing what I would hope and expect someone else would do for me in that situation."

**Bobbie Galford, Brunswick A&PA**



## Operation Thank You is a hit in Atlanta

■ Operation Thank You made its debut in Atlanta as 20 Desert Storm soldiers from Fort Stewart performed at the Atlanta Hawks game on April 13. A sell-out crowd of Hawks fans showed their appreciation to the returning troops with a standing ovation as they marched into formation at half-

time to the strains of "Proud to be an American" sung by the 24th Infantry Division Chorus.

The five-member chorus also performed a stirring rendition of the National Anthem as the division's color guard stood at attention during pre-game ceremonies. Colonel Ronald E. Townsend, Division Artillery Brigade Commander, presented the game ball to officials, after accepting an autographed basketball from the Hawks as a momento to the 24th Infantry Division.

**Marilyn Weitzel, Atlanta A&PA**

# CG's Club, 2d Quarter, FY 91

## 1st Brigade

**ALBANY**

RA SGT Tommie Johnson  
USAR SFC Roger A. Miller

**BALTIMORE**

RA SSG Eric Gordon  
USAR SFC Daniel J. Romanchik

**BRUNSWICK**

RA SFC Diana K. Jahn  
USAR SSG Angela M. Meacham

**NEW YORK**

RA SSG Marcia Richardson  
USAR SFC Jacqueline Miller

**HARRISBURG**

RA SGT Martin L. Stolins  
USAR SFC John M. Horney Jr.

**NEW HAVEN**

RA SSG Thomas Mangold  
USAR SGT Stanford Jones

**NEWBURGH**

RA SFC Jeffery G. Dreitzler  
USAR SSG John A. Laughton

**PHILADELPHIA**

RA SSG James L. Floyd  
USAR SGT Janis Doss

**PITTSBURGH**

RA SGT Ketrick R. Cropper  
USAR SSG Ray H. Clore

**SYRACUSE**

RA SSG Mack E. Ford  
USAR SFC Lealer M. Johnson

## 2d Brigade

**ATLANTA**

RA SGT Gregory R. Dooley  
USAR SFC Beverly A. Degratia

**BECKLEY**

RA SGT James T. Molchanoff  
USAR SSG James J. Eisner

**CHARLOTTE**

RA SSG Daniel Marshall  
USAR SFC Michael Holloway

**COLUMBIA**

RA SGT James E. Glymph  
USAR SGT Jeffrey L. Flowers

**JACKSONVILLE**

RA SSG Scott T. Wiza  
USAR SSG Edward A. Jarman

**LOUISVILLE**

RA SSG Roddie L. Arline  
USAR SFC Paul D. Priest

**MIAMI**

RA SSG Roylando A. Smith  
USAR SFC Denise McAlpin

**MONTGOMERY**

RA SFC Stephanie H. Goodin

**NASHVILLE**

RA SSG Landon K. Giles Jr.  
USAR SFC Verlin E. Tucker

**RALEIGH**

RA SSG Mark A. Blankenship  
USAR SFC Johnny Miller

**RICHMOND**

RA SFC Ronnie Formyduval  
USAR SFC Virgil W. Harris Jr.

**SAN JUAN**

RA SSG Jose Ortiz  
USAR SFC Jesus Marrero

## 4th Brigade

**CHICAGO**

RA SSG Raymond W. Crumpler  
USAR SSG David L. Ryan

**CINCINNATI**

RA SSG Donald R. Kohli

**CLEVELAND**

RA SGT Mark Luckers  
USAR SFC Steven J. Krejci

**COLUMBUS**

RA SSG Anthony E. Stone

**DES MOINES**

RA SGT Matthew M. Cooper  
USAR SGT Eugene R. Myers

**DETROIT**

RA SSG William K. Smith

**INDIANAPOLIS**

RA SFC David L. Conner  
USAR SSG Timothy B. Peek

**LANSING**

RA SGT Anthony S. Eilden  
USAR SFC Leon C. Stecker

**MILWAUKEE**

RA SGT Bradley S. Stowell  
USAR SSG Cynthia M. Williams

**MINNEAPOLIS**

RA SSG Steven J. Jenson  
USAR SGT Bruce A. Johnson

**OMAHA**

RA SSG Reacus R. Gibbs  
USAR SFC Richard D. White

**PEORIA**

RA SSG Phillip Smith  
USAR SFC David L. Schmutz

## 5th Brigade

**ALBUQUERQUE**

RA SSG Leo G. Marek  
USAR SSG Thomas V. Kulik

**DALLAS**

RA SSG Leslie M. Anderson  
USAR SFC Dennis L. Livingston

**DENVER**

RA SSG Robert E. Fondren  
USAR SFC Juan Moncada

**HOUSTON**

RA SSG Elizabeth A. Franklin  
USAR SFC Randall J. Harvey

**JACKSON**

RA SSG William P. Lindo

**KANSAS CITY**

RA SFC William W. Crook, Jr.  
USAR SSG Jerry D. Parsons

**LITTLE ROCK**

RA SGT Benjamin A. Veri  
USAR SFC Ernest A. Hoffrage

**NEW ORLEANS**

RA SFC Byron K. Comeaux  
USAR SFC Veleria M. Allen

**OKLAHOMA CITY**

RA SGT Don M. Majors  
USAR SSG Gilberto C. Padilla

**SAN ANTONIO**

RA SSG Peter J. Blake  
USAR SGT Michael Hicks

**ST. LOUIS**

RA SSG David W. Burns  
USAR SFC James A. Miller Jr.

## 6th Brigade

**LOS ANGELES**

RA SSG J.T. Luckie Jr.  
USAR SGT Keith D. Bellew

**PHOENIX**

RA SSG Carlos A. Johnson  
USAR SGT Sheryl L. Dusch

**PORTLAND**

RA SSG Mark J. Tessmer  
USAR SFC Michael A. Willbur

**SACRAMENTO**

RA SSG Timothy A. Ledoux  
USAR SFC James A. Frank

**SALT LAKE CITY**

RA SSG Roland L. Miller Jr.  
USAR SFC Deborah L. Konecny

**SAN FRANCISCO**

RA SSG Edgardo D. Academia  
USAR SFC Charles Hughes

**SANTA ANA**

RA SSG Michael Sweeney  
USAR SFC Susan Bergeron

**SEATTLE**

RA SGT Willie F. Ivey  
USAR SGT Christian Beckman

## Rings

**ALBANY**  
SSG James I. Dutcher Jr.  
**ALBUQUERQUE**  
SFC Joey Gonzalez Jr.  
**BALTIMORE**  
SSG Eric K. Gordon  
SFC Richard J. Harris  
**BRUNSWICK**  
SFC Patrick S. Boyd  
SFC Michael A. Sullivan

**DALLAS**  
SFC Mary J. Valberg  
**JACKSONVILLE**  
SFC Willie T. Kelley Jr.  
**KANSAS CITY**  
SFC Joe D. Allnutt  
SSG Randall E. Cruce  
**MIAMI**  
SFC Noel Garcia

**MILWAUKEE**  
SFC Thomas E. Lamon II  
**NASHVILLE**  
SSG Zack A. Kisor  
SFC Rickie H. Posey  
**NEW YORK CITY**  
SSG Larry C. Kintchen  
**PHOENIX**  
SSG Lisa I. Hatfield

**SACRAMENTO**  
SSG Richard M. Davis  
**SAN ANTONIO**  
SSG Aaron A. Harris  
SSG Christopher S. Norris  
SSG Edward D. Smith  
**SEATTLE**  
SGT Willie F. Ivey

## Gold Badges

**ALBANY**  
SGT Peter C. Baker  
SSG Michael E. Smart  
**ALBUQUERQUE**  
SSG David Levin  
**ATLANTA**  
SSG James L. Addie III  
**BECKLEY**  
SSG Randall J. Werner  
**BRUNSWICK**  
SGT Kathleen Bloomer  
SSG James Denberger  
**CHARLOTTE**  
SGT Jonathan Bradley  
SSG Anthony J. Lister  
SSG Bennie Oates  
**CINCINNATI**  
SSG Eugene P. Huppmann  
**CLEVELAND**  
SGT Steven McKnight  
**COLUMBIA**  
SSG Thomas E. Fortson  
**DALLAS**  
SSG Antonio L. Dixon  
**DENVER**  
SSG Michael E. Murane  
SSG Paul E. Ponder  
**DETROIT**  
SSG Thomas Emond  
SSG Joseph D. Seeley

**HARRISBURG**  
SFC Harold A. Fredd Jr.  
SGT Ernest A. Hubbell  
**HOUSTON**  
SGT Tommy D. Thompson  
**INDIANAPOLIS**  
SFC Jeffrey R. Crist  
**JACKSON**  
SGT Jose Rivera  
**KANSAS CITY**  
SGT Douglas R. Biggerstaff  
SSG Russell S. McBurney  
**LANSING**  
SSG Andrew P. Cempa  
SSG Charles L. Friend  
SSG Jeffery W. Johnson  
**LITTLE ROCK**  
SGT Joey L. Bush  
SSG Gregory Funderburk  
SSG Alva J. Kingry  
SFC David A. Young  
**LOS ANGELES**  
SSG Richard P. Wallace  
SSG Robert Willett  
**LOUISVILLE**  
SGT Delores A. Jackson  
**MIAMI**  
SSG John Boman  
SSG William Garcia  
**MILWAUKEE**  
SSG Billy D. Rethmeier

**MINNEAPOLIS**  
SFC John K. Lytle  
SGT Bruce A. Madalinski  
**NASHVILLE**  
SGC Richard L. James  
**NEWBURGH**  
SSG Dewayne Worthington  
**NEW ORLEANS**  
SSG Lawrence Campbell  
SSG Tommi J. Hammond  
SSG Rodney G. White  
**OKLAHOMA CITY**  
SSG James C. Brandon  
SGT Ronald E. Dollar  
SSG Willie C. Grier  
**PEORIA**  
SSG Larry C. Allen  
SGT Damian Belfast  
**PHILADELPHIA**  
SSG Ronald Borchering  
SGT Leo J. Gukeisen  
SSG Joseph Radomicke  
SGT George Silva  
SSG Russell E. Wacker III  
**PITTSBURGH**  
SSG John B. Bivens  
SSG Shawn M. Cole  
**PORTLAND**  
SSG Michael Keblish  
SSG Douglas R. McCarty

**RALEIGH**  
SSG Kevin Keplinger  
SGT Vincent Lynch  
**RICHMOND**  
SGC Susan B. Atkins  
SGT James C. Gay Jr.  
SSG David W. Windsor  
**SACRAMENTO**  
SGC Charles T. Cain  
SGT Thomas L. Franklin Jr.  
SGT Robert M. Jones  
**SAN ANTONIO**  
SGT Edwin Gonzalez-Soto  
SSG Jose A. Lugo-Martinez  
**SANTA ANA**  
SSG Raymond Bailey  
SSG Robert R. Baker  
SFC Willie Collins  
SSG Roque Crisostomo  
SSG Norman Harris  
SSG Edward Lewis  
SSG Frank Maney Jr.  
SSG Bryan Mason  
SSG Kenneth Merritt  
SSG Michael Murphy  
SFC Jonathan Rackard  
SSG Christopher Reindle  
SFC Ricky R. Reinhart  
SSG Jaime L. Rodriguez  
SSG Richard Toliver

## ***Answers to The Test***

1. B. USAREC Reg 350-7, App F, para F-2a
2. D. USAREC Reg 350-7, APP F, para F-2c
3. A. USAREC Reg 350-7, App H, Sec I, H-2b
4. B. USAREC Reg 350-7, App H, Sec I, H-2b
5. B. USAREC Reg 350-7, App H, Sec I, H-2d
6. B. USAREC Reg 350-7, App N, para N-1
7. A. USAREC Reg 350-7, App N, para N-4
8. A. USAREC Reg 350-4, Chap 3, Sec IV, 3-15b(4)
9. C. USAREC Reg 350-4, Chap 3, Sec IV, 3-15b(1)
10. C. USAREC Reg 350-4, Chap 3, Sec IV, 3-15b(5)
11. C. USAREC Pam 350-7, Chap 6, para 6-5a
12. B. USAREC Pam 350-7, Chap 2, para 2-1b(3)
13. C. USAREC Reg 350-7, App D, para D-2(4)
14. B. USAREC Reg 350-7, App D, para D-2(4)
15. D. USAREC Reg 350-7, Chap 7, para 7-2a(1)

## ***RSC Touring Schedule***

### **June**

#### **Cinema Vans**

2d BRIGADE, June 1-2  
ATLANTA, June 1-6  
CINCINNATI, June 15-16  
COLUMBIA, June 16-23  
INDIANAPOLIS, June 25-30  
JACKSONVILLE, June 15-22  
NEW YORK CITY, June 1-2, 10  
PHILADELPHIA, June 25-30  
RALEIGH, June 25-29  
RICHMOND, June 1, 8-14  
WASHINGTON D.C., June 8

#### **Cinema Pod**

PHILADELPHIA, June 25-30

#### **History**

PHILADELPHIA, June 25-30

#### **High Technology Exhibit Van**

DES MOINES, June 1-27

#### **Medal of Honor Exhibit**

PHILADELPHIA, June 25-30  
RICHMOND, June 1

### **July**

#### **Cinema Vans**

CINCINNATI, July 19-21  
CLEVELAND, (2) July 22-28  
COLUMBUS, July 4  
NASHVILLE, July 2-4  
RICHMOND, July 4, 6

#### **High Technology Exhibit Van**

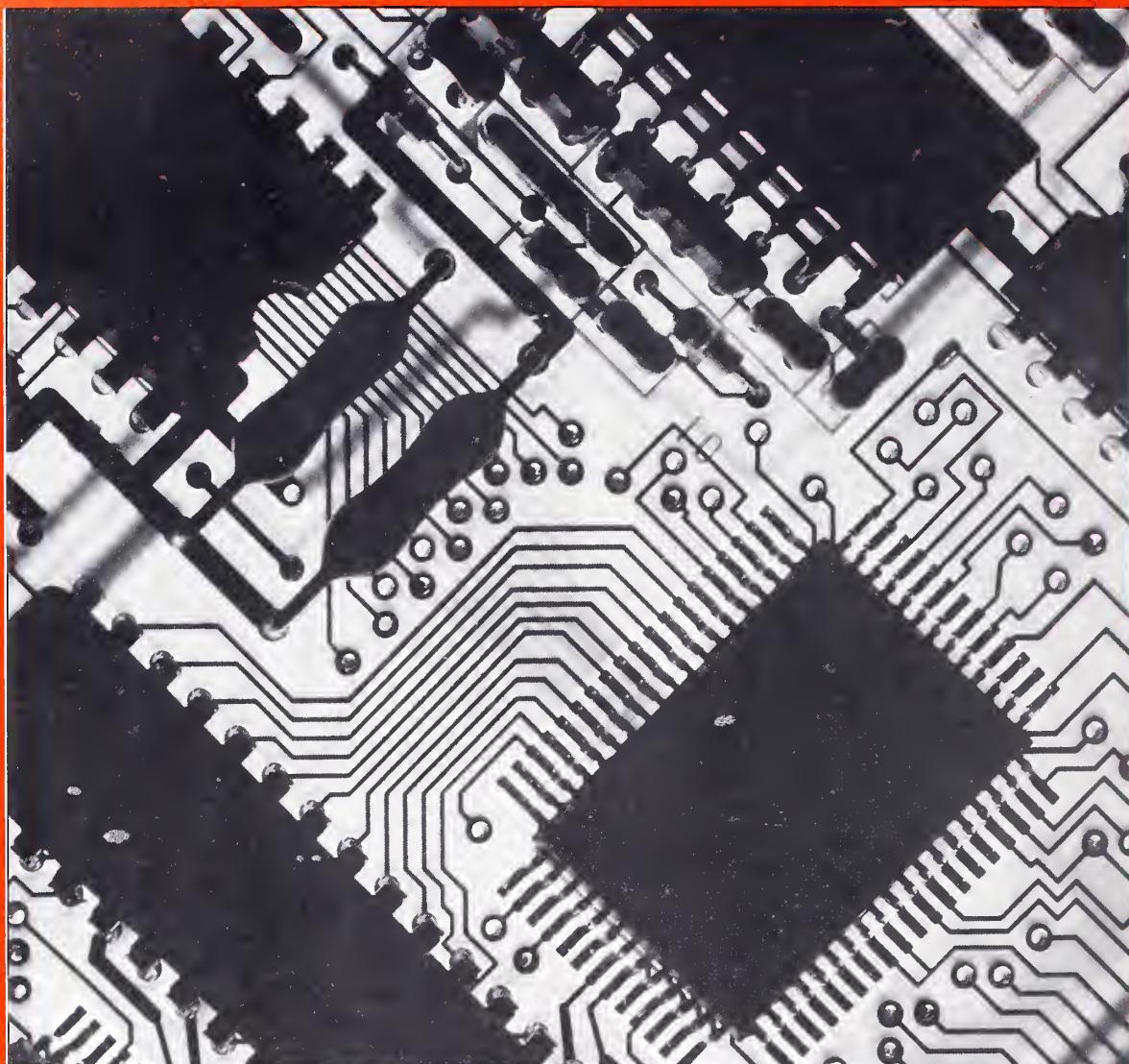
HARRISBURG, June 30 - July 6

#### **Medal of Honor**

SANTA ANA, June 25 - July 9

## ***Answers to the Nurse Recruiter Test***

1. B. AR 135-101, para 1-5(a)
2. D. USAREC Pam 601-10, para 2-3b
3. B. USAREC Pam 601-10, para 3-6
4. B. AR 135-101, interim change I01, para 1-11 (2)(a)
5. D. USAREC Pam 601-10, para 3-8a
6. B. AR 135-100, para 1-7c(4)
7. A. AR 135-100
8. B. USAREC Pam 601-10, para 8-3n(2)
9. D. USAREC Pam 601-10, para 8-3v
10. B. USAREC Pam 601-10, para 8-3f(41)
11. C. USAREC Pam 601-10, para 3-4a
12. B.
13. C.
14. C.
15. A.
16. D.



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